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MEMORANDUM FOR THE RECORD

SUBJECT: Thoughts on Establishing an Intelligence
Community Futures Group

1. I believe the Intelligence Community management needs to have a better notion of what the future holds. Even though the managers may not know exactly what the world will be like in, for example, 1981, they at least could be provided with projections of what it might be like. In broad terms these projections would be used as factors by the managers in planning the way in which they will mold and shape resources to anticipate future needs. Current documents including the "Perspectives on Intelligence - 1975-1980" and the DCID 1/2 are designed to assist the intelligence resource planner. However, there really has been little attempt to relate the contents of these documents to Community resource decisions. For example, although the DCID 1/2 contains intelligence priorities no one has been able or willing to relate them to resource decisions. While the "Perspectives for Intelligence" gives a broad view of future world activities it has not been used thus far to influence directly the distribution of resources. I believe a more concerted effort is needed to make these documents and other planning activities more useful in resource management.

2. I consider in this paper a rationale for the establishment of an Intelligence Community Futures Group within the Intelligence Community Staff. The general purpose of such a group would be to develop projections of changing world events to be used in community planning and resource management. I suggest that the high degree of interdependency among ongoing activities, and the need for feedback to make future resource adjustments and shift future priorities typify the requirement for a Community Futures Group.

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3. Due to the changing nature of world events, there is a growing conviction that the Intelligence Community with diversified interests can no longer afford to engage in new technologies or operations without some indication as to their effects. Management efforts have been made in industry, for example, to project the possible and probable results of new technologies or operations. Such efforts reveal potential options open to management and aid in the selection of goals, as well as in the setting of goal priorities. Projection of futures in the socio-political sphere is a risky affair at best. In intelligence, as well, the art of prediction is risky due to the many interacting social, political, economic and military activities. There are, however, a wide variety of promising approaches that can be employed to help evaluate the probability and significance of various futures so that managers of intelligence can make better judgments about objectives, priorities and allocation of resources.

4. An interesting example of a futures study is the one sponsored in 1972 by DIA entitled "The World, 1982-1991" by Herman Kahn, et al. This study presents alternative projections and brief scenarios of world economic, political and military situations. According to the study the projected world of 1982-1991 can be characterized as an economically unified, politically disunified, nation-state system of about fifteen large nations and more than a hundred viable small nations. This study was used as background by the JCS for the development of long-range planning objectives. I believe the Kahn study exemplifies a type of study that could be completed by a Community Futures Group. The results of such future projections coupled with projections of resource and other quantitative data could provide a world perspective against which more effective Community resource management could be accomplished.

5. More specifically a Community Futures Group would:

- . Project the future state (or states) of the world in the 5,10,20 year time frame. Develop world projections using basic information contained in the Perspectives for Intelligence, the DCID 1/2 and other documents. The ultimate aim of these projections would be to assist the planners of intelligence to allocate resources in anticipation of probable future events.

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- . Develop and analyze projections of Community resources including the development of a simulation model to evaluate future intelligence manpower requirements.
- . Facilitate the periodic production of world perspectives to be used as inputs to the Perspectives for Intelligence.
- . Develop short term world projections for use in the development of fiscal year planning guidance and resource allocation within the NFIP.
- . Identify future country/subject targets for the development of near- and long-term Key Intelligence Questions.
- . Serve as a catalyst for Futures research in the Intelligence Community.
- . Develop world and regional socio-economic and political simulation models as predictive aids to be used, for example, to project political stability of individual countries.
- . Construct international conflict gaming models based on projected scenarios in which the impact of intelligence activities can be measured.



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